



GOVERNANCE REVIEW #2: REPORT FROM THE GOVERNANCE, ETHICS, RISK AND FINANCE COMMITTEE

For Decision

1. STRATEGIC PURPOSE

1.1 The purpose of this paper is for the Governance, Ethics, Risk and Finance Committee (GERF) and the Secretariat to report to the Board on the governance review of the Global Partnership for Education's (GPE's) global governance systems as mandated in the Dakar 2015 Board Decision (BOD/2015/12-10).

2. EXECUTIVE SUMMARY

2.1 The GERF recommends incremental steps that may help strengthen GPE's governance structures and processes, intended to improve Board and committee capacities to guide the organization toward achieving the objectives/goals stated in the Global Partnership for Education Strategic Plan 2016–2020 (GPE 2020).

2.2 Based on previous governance reviews and independent evaluation recommendations, consultation with Board/committee members and GPE benchmarking review, the overall conclusion of this review is that the GPE standing committees provide useful advisory functions that support Board decision-making processes. However, there is room for strengthened committee competencies and functions, including those of the Coordinating Committee (CC), which could improve GPE's governance systems.

2.3 The GERF reviewed in details all recommendations addressed by the independent expert (GERF/2016/05 DOC 04 and DOC 04 Attachment 1) and agreed that the committees were a positive step in GPE's evolving governance processes. The GERF concurred with the independent expert analysis that GPE's committee mandates be given additional time to mature and settle, but noted that a phased approach to incremental improvements can be taken now to strengthen confidence and communication among committees and the Board. In this approach, the first step would be for *Quality Education for All Children*

the Board to require that committee members have well-defined technical skills and competencies necessary to support Board decisions made in GPE’s best interests to help achieve GPE 2020. To build further trust between all partners acting in governance structures and to strengthen the quality of Board and committee processes and recommendations, the GERF supported the following actions to be implemented during Phase 1 (June 2016 – November 2016):

- Recognize that **all Board/alternate and committee members have the same duties to GPE**—namely, to make recommendations and make decisions in GPE’s best interests, and to help GPE achieve the objectives/goals written in the charter, GPE 2020 and Board-approved policies.
- For all Board/alternate and committee members, convey a clear differentiation between their **roles in making recommendations/making decisions in GPE’s “best interests” and the representational/or advocacy role for GPE constituency views** that are communicated sometimes during Board and committee discussions/deliberations.
- **Delegate to the Coordinating Committee the role of reviewing and approving nominees** who are suitable to serve in the standing committees, with the aim of increasing Board representation (either Board/alternate members) and ensuring strong technical skills at the committee level.
- Request the Secretariat to define **strong skill/competency requirements for individuals** serving at Committee level.

2.4 The GERF noted that these proposed steps, form a basis, which could help GPE Board continue to refine its governance mechanisms, in a phased approach, over the coming 18–24 months with the oversight of the GERF and/or Coordinating Committee as noted bellow. The GERF proposes further work be done on the following incremental phases, building from GPE Board decisions presented below in Section 3 (Phase 1):

Phase 2/November 2016: Board decision on **revised committee ToR**. This entails clear definition of the skills needed in each committee to enhance the expertise at committee level and confirm GPE’s preference and recruiting strategy for high-level, senior individuals to serve as Board/alternate members and as committee chairs. Further, in view of the call for nomination to be launched in December 2016, the Secretariat will review the numbers and seat allocation at committees in consultation with the CC. Finally, in Phase 2 the Board may wish to consider the potential for specific categories of operational/implementation or confirmation decisions to be entrusted to committees, with increased skills/competencies, as the Board determines is appropriate. In some global partnerships, certain operational and routine decisions are entrusted to

committees, in specific categories such as those illustrated in Annex 3. The Board may wish to discuss categories appropriate for GPE.

Phase 3/Spring 2017: under the leadership of the Coordinating Committee, conduct a review of “**membership processes**” in light of GPE 2020 and the replenishment (refine membership criteria for joining as a full GPE member, including consideration of replenishment partners commitments and define a framework based on accountability of each GPE member for Board approval prior to the next replenishment), and **review and refine of constituency grouping** and constituency formation processes to help ensure maximum volume and quality of information flow to support Board decision-making processes and Board seat allocations.

Phase 4/November 2017: Based on the review of the implementation of previous steps, consider the scope for **delegation of authority to entrust specific categories of decisions to committees**, appropriate to the differentiation between strategic and operational/implementation decisions. The Board may also wish to refine decision-making processes through the use of electronic review and approval/ratification of recommendations or any decisions if so delegated by the Board. This may include, for example, ratification of decisions by the Board or CC unless a majority of constituencies not represented in the committee providing the recommendation object to the decision. After the replenishment and prior to the 2018 Board call for nomination, conduct the review of constituency groupings based on the revised process developed from Phase 3 and factoring in the commitments of GPE members;

2.5 The GERF also discussed other options identified by the independent expert and bring the following to the chair and the Board attention for further guidance:

- **Differentiation between strategic and operational/implementation decisions** made within GPE 2020, based on an analysis of the level of risk attached to each decision. The GERF requested that the independent expert develop the attached Illustrative Typology of Decisions (Annex 3) to inform Board preliminary discussions on the type of decisions that should be owned by the Board, those that could be considered for delegation to the CC because they're time sensitive, and others to be handled at committee level. This typology was designed as a starting point for further analysis to inform Board decision making in Phase 2 regarding committee ToRs, skill sets and composition requirements, but is not proposed for decision at this time. The GERF strongly noted that the overall objective should be to ensure the highest use of Board meeting time for strategic discussion and forward-looking deliberations. The GERF also

welcomed the use of a consent agenda and the Secretariat proposition to test it at the June Board meeting.

- **Appointment of Vice Chair(s)** at both Board and committee levels. At the Board, the added value of a vice chair position might be analyzed in view of the upcoming replenishment and overall visibility of the partnership. At committee level, a vice chair could act in case of a temporary replacement or vacancy in the office of the chair. The GERF had no view on whether a Board vice chair should be appointed or not, and believes it should be at the discretion of the Board chair to bring this issue to the full Board if she believes one would be beneficial.
- **GPE Visibility/Branding of the Organization:** GERF members noted the need to increase GPE visibility at both country level and in global education fora, especially for fundraising. Some GERF members saw benefits to convening a high-level panel or high-level partnership council to share experience once a year in the margin of a Board meeting or through other settings, which could help raise the profile of GPE and inform strategy without having any formal decision-making role. However, others were not convinced of the value-add of those panels and noted the risk that it leads to limited outcomes.

3. RECOMMENDED DECISION

3.1 The GERF requests that the Board of Directors approves the following decision:

BOD/2016/06-XX—Governance Review: The Board of Directors:

1. Approves revisions to the Board and Committees Operating Procedures to clarify that Board and committee members make decisions and make recommendations in the best interests of GPE, further align the objectives/goals written in the charter and Strategic Plan 2016–2020, and differentiate this principle from the role performed when representing the views of constituencies during discussions and deliberation, as presented in BOD/2016/06 DOC 21 Annex 1.
2. Approves revisions to the Coordinating Committee terms of reference to include the role of reviewing and approving nominees to serve as Board, alternate or committee members, as presented in BOD/2016/06 DOC 21 Annex 2.
3. In view of the call for committee nominations to be launched in December 2016, requests the Secretariat to draft (in consultation with committee chairs and the Coordinating Committee) amendments to the Coordinating Committee and standing committee terms of reference to clearly define skills/competency-based service requirements and to review the numbers and

seat allocation at each committee, for the Board's consideration and approval at its next meeting in November 2016.

4. Notes the potential incremental governance improvements and indicative timelines described in phases 2, 3 and 4 of BOD/2016/06 DOC 21, and requests the GEF in consultation with the Coordinating Committee to further develop these concepts and provide recommendations to the Board where appropriate.

4. BACKGROUND

4.1 The Board (BOD/2015/12-10) requested that the Secretariat take the findings of the independent evaluation and the governance review into account and further examine the following issues (with the support of external expertise), including via a benchmarking review of comparator partnerships where appropriate, and that it make recommendations to the Board in June 2016 on the following:

(a) Examine GPE decision-making processes, in particular the current role of standing committees with respect to decision making, including delegation of decisions and the process and use of non-objection decisions.

(b) A process for a periodic review of constituency groupings and a review of the current composition of the constituencies, in consultation with each constituency; this should include options for changes in the composition of constituencies and/or options for the creation of any new constituencies.

(c) Analyze further the pros and cons of having a set of criteria to become a Board/alternate member and develop options for such work.

(d) Define options for GPE membership criteria.

4.2 The Secretariat hired an independent expert to lead this work and to consult with Board members, alternate Board members, committee chairs and some committee members. Between the end of February and April, the independent expert reviewed GPE governance evolution and most recent GEF and Board deliberations and decisions; considered the above issues in light of independent evaluation and light-touch governance review; and conducted benchmarking consultation and comparison with other partnerships.¹

¹ Including GAIN, UNITAID, Global Water Partnership, Cities Alliance, GAVI, Stop TB, Global Fund to Fight HIV/AIDs, TB and Malaria, PMNCH, and other hosted and independent partnerships.

4.3 The independent expert identified and presented to the GEF the following options:

- Improve **transparency and trust** between Board and committees, including clearer management of conflicts of interest and information flow via the constituencies between local education groups, constituencies, the Board, committees and the Secretariat.
- Need for clarity in decision making regarding roles, differentiating between representing views of constituency and **advocacy role** and **decision-making role** in the best interest of achieving GPE objectives.
- Creating **effective decision-making processes** in light of GPE growth and the recently approved Strategic Plan 2016–2020.
- Improve **effectiveness of committees** through delegation of authority for operational and implementation decisions, as compared to overarching strategic decisions remaining with the Board.
- Efficient use of Board and Secretariat time/resources in managing and conducting governance functions.
- Need for a framework for sourcing the “best” Board members, both strategic/high-level and technical.
- Need for a **framework to source necessary skills** through the constituency process of technical Board or alternate members suitable to serve in committees.
- Need for a framework for **review and approval of new applicants to GPE membership** and renewal of existing members.
- Need for a framework for **organizing constituencies** to be effective as manageable conduits of information to Board members and as conduits for nominees to the Board and committees.
- Address workload on Board chair, committees and Secretariat.

5. REASONS FOR RECOMMENDATION

5.1 Based on review of the background materials² and consultations with the heads of legal/governance in other global partnerships as part of the benchmarking exercise, it is clear that strong, high-functioning committees are key to successful governance. This is true whether GPE committees are advisory or are delegated by the Board to make specific decisions in the future, as GPE evolves.

² Governance Working Group (2013), independent evaluation (2015), light-touch governance review (2015).

5.2 A phased approach, allowing any incremental change to settle for a period of time, is a useful approach to allow the Board to evaluate each step. A phased approach is also useful for Secretariat planning purposes, to guide the Secretariat through a work plan of activities designed to build understanding and capacity with new Board and committee members as they assume GPE service.

6. IMPLICATIONS FOR SECRETARIAT RESOURCES AND RISK ANALYSIS

6.1 Depending on the level and timing of further work anticipated, the Secretariat might continue to need the support of an external consultant.

7. NEXT STEPS

7.1 The Secretariat will update the charter, the Board and Committee Operating Procedures and the Global Governance Manual to integrate agreed-upon modifications.

7.2 Depending on Board approval of the proposed decision, the Secretariat will draft and provide guidelines for constituencies to support skill/competency-based nomination processes to help ensure that Board/alternate and additional individuals nominated to serve in committees are duly qualified.

7.3 The Secretariat will clarify the Board/alternate and committee members' governance roles, in particular constituency representation versus decision-making functions in the Global Governance Manual and during Board/committee member orientation and induction processes.

7.4 The Secretariat will regularly report to the GERF and/or Coordinating Committee on the implementation of various steps identified.

8. PLEASE CONTACT: Padraig Power (ppower@globalpartnership.org) or Christine Guétin (cguetin@globalpartnership.org) for further information.

9. ANNEXES/REFERENCE(S)

Annexes:

- ✓ Annex 1: Abstract of proposed Revisions to the Charter/Board and Committee Operating Procedures. All proposed revisions to the Charter are presented in BOD/2016/06 DOC 22
- ✓ Annex 2: Proposed Revisions to the Coordinating Committee Terms of Reference
- ✓ Annex 3: Illustrative Typology of GPE Decisions

References:

- ✓ GEF/2016/05 DOC 04 and GEF/2016/05 DOC 04 Attachment 1
- ✓ Governance Review #1 (BOD/2015/12-10 and 2015/12/BOARD/DOC 13)

ANNEX 1 — ABSTRACT OF PROPOSED REVISIONS TO THE CHARTER/BOARD AND COMMITTEE OPERATING PROCEDURES

This annex presents only material revisions to the charter related to the governance review. All proposed revisions to the Charter are presented in BOD/2016/06 DOC 22

1. PROPOSED REVISIONS TO THE CHARTER

1.3 The Global Partnership for Education’s vision, mission, goals and objectives are established in strategic plans approved by the Board from time to time. GPE’s guiding principles are:

4.2-Board of Directors

4.2.5 (New): Each constituency may appoint an additional individual to serve in committees established by the Board from time to time (“GPE committees”) with the technical competencies, experience and time required to serve in GPE committees if the Board member and alternate Board member are not otherwise able to commit the time or expertise necessary to serve.

Selection of Board Members and Terms

4.2.6 Each GPE constituency group mentioned in Article 4.2.3 above will determine a process for selecting its Board representation. Board, alternate and GPE committee members will (a) serve as representatives and communicate the views of their constituencies to the Board during discussion and deliberation, and (b) must make decisions in the best interests of GPE, intended to help achieve GPE strategic plans. Board members will serve on the Board for two years or such other term that the Board may determine. Board members shall be deemed to ~~act in their capacity as representative the views-s~~ of their respective governments, organizations, constituencies or other entities in Board discussion and deliberation; however, such individuals must make decisions in the best interests of GPE, intended to help achieve GPE strategic plans.

4.2.7 Each constituency of the Board shall notify the Secretariat of the nomination appointment of its Board member, and alternate Board member and/or committee members, which nominations will be reviewed by the Coordinating Committee before approval by the Board or Coordinating Committee is so delegated, including for any technical skills/competencies required for service in GPE committees and any modifications thereto.

2. PROPOSED MODIFICATIONS TO THE BOARD AND COMMITTEE OPERATING PROCEDURES

PART 1: BOARD OPERATING PROCEDURES

2.7 **Internal Constituency Procedures.** Each constituency shall maintain and adhere to its internal procedures and guidelines for nominating Board members and alternate Board members to

ensure transparent processes for such nominees. All nominees are subject to nomination and approval processes established by the Board and: (a) serve as representatives and communicate the views of their constituencies to the Board during discussion and deliberation,; and (b) must make decisions in the best interests of GPE, intended to help achieve GPE strategic plans.

6.4 **Board/Alternate Member Representativeness in Board Discussions and Deliberations.** The Board chair shall call upon Board or alternate members (as applicable) to communicate and represent the views of their respective constituencies contributing to Board discussion and deliberation when an agenda item is tabled for discussion. Only one member from a constituency (as designated by the Board member) may speak on any one agenda item during a meeting. Observers and other attendees have no speaking rights, except as permitted by the Board chair.

PART 2: COMMITTEE OPERATING PROCEDURES

1. GENERAL

1.1 **Establishment of Committees.** The Board may establish GPE such ecommittees, working groups, advisory panels and similar groups it deems necessary to carry out the business of the Board.

1.2 **Application of Procedures.** Each of the GPE standing committees ~~of the Board~~ shall operate under these procedures, as amended by the Board from time to time. These operating procedures may shall also apply to all working groups, reference groups, advisory panels or similar groups, if unless the Board so decides ~~otherwise~~. In such cases, the term “GPE committee” as used in these Committee Operating Procedures shall be read to refer to the working group, reference group, advisory panel or other similar group and the “committee terms of reference” shall refer to the terms of reference, or other similar document, of the working group, advisory panel or other similar group.

1.3 **Committee Terms of Reference.** GPE committees shall be established under terms of reference that outline (i) membership of the committee; (ii) roles and responsibilities of the committee, including the decision-making, advisory and oversight authority delegated by the Board; and (iii) relevant procedures in addition to or in place of these Committee Operating Procedures. The Board approves committee terms of reference under the decision-making procedures outlined in Part 1 of this document.

2. COMPOSITION

2.1 **Size, Representation and Skills.** Each committee terms of reference shall specify the maximum number of committee members; and, where appropriate, the distribution between the Board’s constituency categories and the skills required.

2.2 **Member Duty.** Committee members shall have be sufficiently informed, briefed and empowered, so that they can:

(a) Contribute to the work of the GPE committee and serve as representatives of and communicate the views of their constituency grouping, wherever reasonably practical (e.g., assuming other constituencies give timely feedback at the GPE committee member’s request), to the Board during discussion and deliberation. All GPE committee members must comply with act in the interest of the partnership as a whole, as set out in the Policy on Conflicts of Interest.

(b) In cases where the GPE committee has delegated decision-making power from the Board, make decisions in the best interests of GPE, intended to help achieve GPE strategic plans ~~vote~~ on behalf of their constituency.

3. COMMITTEE CHAIRS

3.3 **Accountability and Removal.** Each committee chair shall remain engaged and diligent in the performance of his/her responsibilities. Accordingly, each individual serving in such a role shall be subject to assessments by the Board chair in accordance with these procedures and relevant committee terms of reference. If such assessments determine that the individual has not fulfilled his/her responsibilities, the Board chair may make the necessary changes to the committee chair position, in consultation with the Coordinating Committee.

4. SELECTION OF COMMITTEE CHAIRS, MEMBERS, TERMS OF SERVICE AND REMOVAL

4.1 **Selection and Appointment.** Under the GPE charter, each constituency may nominate individuals to serve on GPE standing committees, with the required skills/competencies for committee service. Such individuals are nominated and may serve as an additional representative of his/her constituency if the Board/alternate member from that constituency does not have the time or skills/competencies required for service in the applicable committee. Each GPE committee member (and any alternate representative allowed to participate under 4.4 below) has the same rights, privileges and responsibilities as a Board/alternate member. The Board Chair will propose the chair and membership of each committee, based on the committee terms of reference and nominations made by constituencies, and endorsed by Board members/Alternate Board members representing their constituency category, for Board approval.

4.2 **Nomination Procedures.**

(a) Every year, the Board chair will launch a call for nomination. Board constituencies shall submit to the Coordinating Board Chair Committee and Secretariat a prioritized list of the names of individuals they wish to nominate for standing committee membership, along with the specific committee on which they prefer their nominees to serve and whether the nominees are willing to serve as chair. The list shall be endorsed by Board/alternate ~~Board~~ members representing their constituency category. Constituencies may nominate Board members, alternate Board members or other constituency members to serve as committee members, provided the nominee possesses skills/competencies required for service in the applicable committee and experience that align with the committee's mandate under its ~~committee~~ terms of reference.

(b) The Coordinating Committee will review and approve committee members based on the terms of reference for the applicable committee and nominations made by constituencies. Selection and appointment of committee chairs and members will be subject to nomination and approval processes established by the Board, and endorsed by Board members/alternate Board members representing the nominee's constituency category. The Coordinating Committee Board Chair shall make all reasonable efforts to ensure that there is an appropriate balance between each of the constituency categories (as set out in the GPE charter) in the membership of committees and in the persons serving as chair across each of the committees, and to consult with committee chairs prior to approving individuals to serve on the applicable GPE committee., prior to submitting his or her proposal to the Board for its approval.

4.3 **Membership Term.** GPE committee members, including chairs, shall serve a term of two years or until a successor has been appointed. To ensure rolling terms and a continuity of expertise within cCommittees, half of the cCommittee members² will have terms expiring in alternating years.

4.4 **Alternates.** ~~Each constituency category shall maintain internal procedures for appointing an alternate to represent the constituency category at a specific committee meeting. In the exceptional case that a named committee member cannot attend the meeting, the named committee member alternate may, with notice to the committee chair and Secretariat is provided no later than one week prior to the committee meeting, propose an alternate representative to participate in the meeting, nominated by the applicable constituency category. Approval of such alternate is in the sole discretion of the applicable GPE committee chair.~~ This appointment is temporary and expires at the end of the meeting that the committee member cannot attend. Communication with the alternate representative is the responsibility of the named committee member.

4.5 **Committee Members' Representativeness and Responsibility When Making Recommendations or in Decision-making:** Committee members should be able to act on a fully informed basis, in good faith, with due diligence and care and in the best interest of the Global Partnership for Education. They must (a) serve as a spokespeople and representative and communicate the views of their constituency category to the committee during discussion and deliberation, based on prior consultation wherever reasonably practical; (e.g., assuming other constituencies give timely feedback at the GPE committee member's request); and (b) where delegated authority by the Board, make decisions in the best interests of GPE, to achieve GPE strategic plans adopted by the Board. They should represent the positions and interests of their constituency category to the best of their capacity, including through prior consultation wherever feasible.

4.67 **Member Accountability and Removal.** Each committee member shall remain engaged and diligent in the performance of his/her responsibilities. Accordingly, each individual serving in such a role shall be subject to ~~the~~ assessments by the Board chair and relevant committee chair. If such assessments determine that the individual has not fulfilled his/her responsibilities, including, without limitation, failing to attend meetings and participate in discussions, the Board chair, in consultation with the committee chair, may request the relevant constituency category to put forward another nominee ~~permanent replacement~~ to complete the individual's term or remove the constituency from the committee and seek a replacement for the vacant committee seat, in accordance with the nomination and approval ~~these~~ procedures established by the Board.

ANNEX 2 — PROPOSED REVISIONS TO THE COORDINATING COMMITTEE TERMS OF REFERENCE

D. ROLES AND RESPONSIBILITIES

The Coordinating Committee shall have the following roles and responsibilities:

1. Assist the chair in coordinating the work of the Board’s other standing committees, as set out in the Committee Operating Procedures (“COP”).
2. ~~Be available to a~~Perform except delegation from the Board such powers, duties and functions as the Board may delegate from time to time, decides in accordance with the decision-making principles and procedures of the GPE charter and the ~~Board and COP and other policies and procedures established by the Board~~ — for example, as necessary, in order to make time-sensitive decisions that allow GPE to function between face-to-face meetings of the Board.
3. Act as a sounding board for the Chief Executive Officer on critical matters within the Secretariat’s roles and responsibilities.
4. Review its terms of reference on an annual basis and recommend any amendments to the Board for approval.
5. Review all Board, alternate member and committee nominees proposed by GPE constituencies, and in particular for the applicable skills/competencies required for service in the Coordinating Committee or other GPE standing committees.
6. Approve Committee nominations in accordance with the nomination and approval processes established by the Board.
76. Undertake any other responsibility or task delegated to it by a Board decision.

ANNEX 3 — ILLUSTRATIVE TYPOLOGY OF GPE DECISIONS

This annex is a preliminary attempt to identify key areas of responsibilities at Board and committee levels based on categories of decisions made by committees in some of the partnerships benchmarked with GPE. It is a starting point for further analysis to inform Board decision making in Phase 2 regarding committee ToRs, skill sets, committee composition requirements, etc., which would be required to build the Board's trust as a foundation to any delegation of authority. It is intended only to inform Board discussion and is not for decision. If the GPE committees are strengthened sufficiently to build the Board's trust, the Board could consider limited delegations of authority as suggested in the description of Phase 4 in the paper. Additional work would be needed to specifically identify the level of risk associated with each decision and the method for how such decisions should be made (e.g., face to face/audio call versus no-objection, etc.).

Board decision categories not delegated to committees except on exceptional basis given by the Board:

- Approval of GPE charter and amendments.
- Approval of GPE strategic plans and amendments.
- Approval of GPE policies and procedures, including without limitation operational policies, governance policies, monitoring and evaluation policies, anti-corruption or fund/misuse policies, Board and committee nominations and approval procedures, accountability policies, GPE membership acceptance and participation policies.
- Approval of multi-year grants to DCPs upon recommendation of the CPCG.
- Creating and approving initial standing committee, working group or other advisory committees and their respective terms of reference.
- Approval of GPE's replenishment strategy financing initiatives and strategy.
- Approval of GPE annual operating budgets.
- Approval of monitoring and evaluation frameworks.
- Approval and evaluation of the CEO's appointment and performance.
- Approve of trust fund terms and conditions and budgets.

Coordinating Committee Delegation:

In each case, the committee chair may decide to escalate a decision to the Board:

- Decisions delegated specifically by the Board.
- Vetting and selecting Board/alternate members and committee members pursuant to Board-approved nominations and approval procedures.
- Approvals of revisions to DCP grant agreements with reference to high/low dollar thresholds or risks as identified in the GPE's Board-approved risk matrix upon recommendation of the CGPC.
- Approval of standing committees and Secretariat work plans consistent with GPE strategic plans and Board-approved operating budgets.
- Approvals of changes to Board approved operating budgets with high/low dollar thresholds, any thresholds delegated to the GERF.
- Approving procedural and minor changes to standing committee, working group or other advisory committees and their respective terms of reference, provided the changes do not enlarge the scope of authority or mandates of such committees or working groups.

- Decisions made in areas designated as “low risk” under the Board approved GPE risk matrix, except if delegated to the standing committees or Secretariat.
- Decisions escalated from the other GPE standing committees.

Standing Committee Delegation:

In each case, the committee chair may decide to escalate a decision to the Coordinating Committee:

GERF

- Deciding conflict of interest matters as designated in the Board approved COI policy.
- Approve the Secretariat’s course of action (subject to World Bank rules and regulations) in connection with any ethics violations.
- Approve the Secretariat’s course of action in connection with funds misuse violations, up to a specified threshold, above which the matter is escalated to the Coordinating Committee.
- Approve changes to Board-approved operating budgets for small amounts with a high/low threshold, above which the matter is escalated (e.g., to the Board or Coordinating Committee).

SPC

- Approve changes to eligibility, allocation and prioritization frameworks and/or policies for GPE resources so long as consistent with GPE strategic frameworks (e.g., 2016–2020).
- Approve amendments to monitoring and evaluation frameworks approved by the Board, so long as consistent with GPE’s Strategic Plan 2016–2020 and thought necessary to refine such frameworks in order to achieve the objectives of GPE strategic frameworks.

CGPC

- Approve changes in DCP grant agreements between high/low dollar thresholds, so long as consistent with the GPE’s Strategic Plan 2016–2020 and so long as no live funds/misuse or ethics matter is before the GERF or has been determined against the applicable country.
- Approve changes to local education group policies and procedures, so long as consistent with the charter, Board-approved policies and GPE strategic frameworks.